Miami, Florida, May 30, 1980

The Board of County Commissioners met in Emergency Session in its meeting room on the 2nd floor of the Courthouse at 9:00 A.M., May 30, 1980, there being present, upon roll call, Mayor Stephen P. Clark; Commissioners Barbara M. Carey, William G. Oliver, Beverly B. Phillips, James F. Redford, Jr., Harvey Ruvin, and Ruth Shack, (Commissioner Barry D. Schreiber arrived late, and Commissioner Clara Oesterle was absent); Richard P. Brinker, Clerk of the Circuit and County Courts; Deputy Clerks William E. Koch and Anne Shaw; County Attorney Robert A. Ginsburg; County Manager Merrett Stierheim; and Assistant County Manager Dewey Knight.

The meeting was opened with an invocation by Commissioner Oliver, followed by the Pledge of Allegiance.

Mayor Clark noted that this Emergency Session was called pursuant to the following advertisement:

N O T I C E

THE BOARD OF COUNTY COMMISSIONERS WILL MEET IN EMERGENCY SESSION IN ITS MEETING ROOM ON THE SECOND FLOOR OF THE DADE COUNTY COURTHOUSE AT 9:00 A.M., FRIDAY, MAY 30, 1980. THE PURPOSE OF THE MEETING IS IN CONNECTION WITH AN UPDATED REPORT ON THE MOST RECENT PROBLEMS IN THE NORTHWEST SECTION UPRISING

BOARD OF COUNTY COMMISSIONERS

RICHARD P. BRINKER, Clerk

BY: WILLIAM E. KOCH, DEPUTY CLERK

and pursuant to the issuance of the following:

MEMORANDUM

107.07-17A

TO Mayor Clark and Members, Board of County Commissioners

DATE May 27, 1980

SUBJECT Emergency Meeting, May 30, 1980, 9:00 A.M.

FROM William E. Koch, Deputy Clerk Clerk of the Board

Pursuant to Section 2-1, Rule 1.03(b) of the Code, Mayor Clark has called an Emergency Meeting of the Board of County Commissioners for Friday, May 30, 1980, at 9:00 A.M., in the County Commission Chambers.

The purpose of the Emergency Meeting is in connection with an updated report on the most recent problems in the Northwest Section uprising.

Mayor Clark thereupon called upon the County Manager to present his report on this subject.

County Manager Stierheim presented the following report, which he briefly explained:

MEMORANDUM

TO: Honorable Mayor and Members
Board of County Commissioners

DATE: May 30, 1980

SUBJECT: Immediate and Ongoing Need Assessment

FROM: M. R. Stierheim
County Manager

INTRODUCTION

Over the last few months, Metropolitan Dade County has been seized by a wave of unique and extraordinary problems. As a community of first asylum for Caribbean Refugees, we have received over 30,000 Haitians, largely unemployed and living in overcrowded, marginal housing. Over 35,000 Cuban Refugees came and settled here in a 30-day period, adding to the strain on housing, overcrowding, labor market competition, and other service strains. Seven thousand people out of work raises the unemployment rate in Dade by one percent. As each day goes by the influx of refugees continues.

Over a longer period, in viewing the area in economic terms, we first had a major recession and business slump (1974), then catastrophic inflation with the most expensive housing market in history, coupled with a phenomenally low vacancy rate. At the same time, much needed human services were being severely cut back.

For many years the State's health, human service, employment, and criminal justice programs in Dade County have not had their share of State support. Historically, the legislature has established Dade as a donor County tax-wise for the State. This has drained local tax dollars from needed services and produced State services of degraded quality. The current Grand Jury report virtually indicts the State's juvenile justice system as a contributor to the problems it is intended to correct.

This has had a negative impact on our Black community. In addition, tension in the Black community, because of the negative perception of the criminal justice system, was brought to a head by the acquittal of the police officers charged with causing the death of Mr. Arthur McDuffie. These and other factors precipitated a major civil disturbance.

Clearly, poverty, desperation, despair, and anger, peaking at the McDuffie decision, led to violence and destruction.

THE IMPACT

These is no way to measure the personal impacts and human suffering caused by this civil disturbance upon persons throughout the community. In addition the residents of the affected areas also suffered unprecedented human and property loss. Businesses in the area suffered, in many instances, total economic loss. Government services such as police, fire, hospital and medical, and community relations services were stretched far beyond reasonable limits. Unbudgeted expenditures, property losses, and other non-budgeted expenses for Dade County exceeded $2,000,000.00.

It must be pointed out that many of the following projects have been considered and grant applications filed in the past by the Commission. While there are some new programs outlined in this report, most are projects and programs which are pending now, grant applications have been filed, pending or denied.

Other programs include acceleration of already funded projects such as certain housing projects, rapid transit construction, and parks development. The federal government should expedite consideration of existing proposals to construct bus facilities, and "Urban Initiative" and transit proposal for economic development around minority area transit stations. The federal government should also expedite consideration of proposals which have been in the development stages for the Shell City Site development and Economic

Development Project in the Model City area.

PURPOSE OF THIS REPORT

The purpose of this report is to provide a comprehensive view, and an immediate mechanism, to address the human and economic needs resulting from the civil disturbance. The report sets forth both immediate and continuing needs, and the actions that are required, in our opinion to address these needs. While significant funding and operational roles are set forth for local, state and federal governments, major involvement of the private sector is imperative.

This report must stress that, although the entire community is involved and affected by what has happened, the involvement of the Black community must be at the heart of the solutions. Critical to the accomplishment of any significant change through the following recommendations is the recognition that the Black community must be intrinsically involved at all levels.

DAMAGE AND QUICK RESPONSE

The data is not all in. But, the riot damaged at least 238 established businesses, destroying 71 completely. Sixteen homes were destroyed. Total property damages are close to $100 million.

At least 36 minority owned businesses were damaged. Of 238 businesses surveyed, 63 reported that 585 employees are now out of work as a result of the damage. There is yet no unemployment data from 175 businesses but at least 60 of them are believed to employ up to 100 persons each. Based on this, and secondary impacts from the absence of normal business activity, we estimate conservatively the unemployment impact to be the equivalent of 3,000 regular jobs. This is a loss of personal income of about $2.5 million, annualized, or an economic loss in total community wealth of some $10 million.

(4)

These are some of the pieces of the community that have to be picked up and put back together. New jobs should be opened quickly. Business recovery will take longer.

The cleanup has started. Public streets and facilities are almost back to normal. Dangerous walls and structures have been leveled. The cleanup of private properties will take longer. Some private contractors have been used to get the work done quickly and share the work with the community.

The estimate of 3,000 jobs lost means that mortgages will not be paid, groceries will not be purchased, rents will be overdue, light bills, phone bills, water bills, car payments must be postponed, and on and on. These pieces have to be put back together quickly. The economic multiplier is already at work.

The jobs that were lost cannot be replaced on a one for one basis. But, equivalent jobs in the impacted areas, and made available to the residents of those areas, should do much to restore the neighborhood economy. To accomplish this, the Governor's staff has proposed that 500 jobs immediately be made available, and the County should designate 150 jobs to be filled. The County is ready to start seven public works projects that are already funded at $3,000,000 and will make 125 openings. These seven projects are in Buccaneer Park, Model City Bike Path, Poinciana Park Track, Amelia Earhart Park, Martin Luther King Boulevard (2 projects) and at several locations in parks countywide.

THE BLACK ROLE

Integration of black and white continues to be an idea, and a legal concept, rather than a practical reality. Economic success for blacks depends upon penetrating a predominantly white market place. Their alternative is to limit themselves to a black market place. This presents a bleak prospect.

The development of Black businesses and professional support must be the highest long range priority for the well being of the black community. Black economic success should assure the strength blacks need to be real partners in the growth and development of our overall community. This would assure all blacks an access to economic power, the absence of which is a source of unremitting uncertainty, anxiety and subdued anger in the black community.

In the short range the renewal of employment, business enterprise, and public improvements in the riot damaged community should be done utilizing the expertise of black managers, professionals and their organizations, and white volunteers to revitalize the black market place.

In the long range, many improvements and programs must be developed in response to this situation. These must involve and respect the black viewpoint; must acknowledge the need for new approaches which were too radical to be accepted a decade ago; and must be designed to achieve some fundamental changes with regard to the professional and human resources emerging in the black community.

The economic interest of the total community is at stake in this issue, and the total community must respond to it. It is time for a unified coalition of many efforts to create a surrogate economic base for the black community.

The role of government in this coalition effort can take the form of loan guarantees, contributions to investment capital, special subsidy or underwriting of bonding and insurance services, waiver privileges, stricter enforcement of the affirmative action and the civil rights compliance provisions in government funded contracts, contribution to loans of working capital through special non-profit quasi-commercial banking agencies, low interest lending, subsidized interest rates, nation-wide risk sharing to underwrite business insurance programs, tax incentives to large corporations to provide mentoring service to small business and black entrepreneurs, including tax incentives for corporate assistance to business activities indigenous to the black community.

(7)

COOPERATIVE MANAGEMENT

Clearly, there is a need for cooperation, coordination, and commitment to make responses to the needs of the black community successful. A variety of sponsors each seeking a different path with numerous justifications can only serve to disillusion the community and disperse limited funds in wide directions leaving the causes of the recent disturbance untouched. Therefore, cooperation can no longer be haphazard but now must become formalized.

It is recommended in order to alleviate this situation that a board be appointed by the Governor and the President composed of members from the:

- State of Florida
- School Board
- Metropolitan Dade County
- Organized Labor
- City of Miami and other municipalities
- Federal Regional Council
- Residents of the impacted community
- Private sector

This board with County staffing would be responsible for assessing and prioritizing the needs of the area, identifying the necessary financial assistance, identifying appropriate sponsors for the programs whether government, private, or community based organizations, facilitating an effective and coordinated response to both the Federal government and the community.

It is imperative that a coordinated effort of this type be established as soon as possible and that its participating members be given the recognition needed to be effective.

STATE AND FEDERAL AGENDA

In order to develop and implement an effective, viable, and creative response to the needs of the black community, a coordinated approach is needed which utilizes all resources available at the Federal, State, and local levels of government. Only a team effort and strong commitment which facilitates information sharing and program development between the three levels of government and the community will create a successful response.

To provide a starting point it is necessary to examine what is currently being done at the State and Federal level, and specifically the possibilities available to the local community which have yet to be addressed.

FEDERAL GOVERNMENT

In assessing the Federal response to this crisis it is difficult to report anything tangible and concrete with regard to a commitment. In fact, a White House Interagency team has been in the area for the past several days, the Justice Department is presenting its case to the Federal Grand Jury and will increase its staff in the Metropolitan area, and the Governor has requested the President to make "whatever Federal resources available" to this community. However, at this point in time it is necessary to secure some immediate and guaranteed commitments from the Federal Government.

Without a Presidentially declared disaster or emergency, this area is not eligible for the following:

1. Internal Revenue Service accelerated breakdown for businesses.
2. Federal Emergency Management Administration (FEMA) direct $5,000 emergency grants to individuals in need.
3. FEMA reimbursement to State and local government for extraordinary cost incurred.
4. U. S. Department of Commerce, Economic Development Administration Sudden and Severe Economic Dislocation Grants (Title IX).

Therefore, immediate waivers must be set in motion for eligibility in the affected areas for at least numbers one and four of the above.

Immediate action must be taken by the Administration to secure a supplemental appropriation or group of supplemental appropriations which will provide funding specifically targeted to the Miami/Dade County area. The agencies which should be funded are: HUD (Secretary's Discretionary), EDA, SBA, CETA.

A. On May 21, 1980, the House/Senate Budget Conferees approved a FY 80 Supplemental Budget which made room for $500 million in Function 450: Community and Regional Development. At the urging to Senator Lawton Chiles it was agreed that a least $100 million would be available for riot-torn Miami. However, the Budget Resolution is only a recommendation and requires a supplemental appropriations request from the administration; i.e. OMB, or at least administration support for such a supplemental as well as action by the appropriations committees in the House and Senate. Senator Chiles is on the Senate Appropriations Committee and Congressman William Lehman is on the House Appropriations Committee.

There must be a guaranteed commitment on the part of the administration and the federal agencies to provide for expeditious approval of grant applications submitted to address the needs of the affected areas.

Waivers of administrative regulations which may hamper the success of or withhold funding from projects in the affected areas must be considered a viable possibility.

STATE GOVERNMENT

The ongoing resource assessment being developed by State agencies must be completed as soon as possible. It should include:

Therefore, immediate waivers must be set in motion for eligibility in the affected areas for at least numbers one and four of the above.

Immediate action must be taken by the Administration to secure a supplemental appropriation or group of supplemental appropriations which will provide funding specifically targeted to the Miami/Dade County area. The agencies which should be funded are: HUD (Secretary's Discretionary), EDA, SBA, CLTA.

A. On May 21, 1980, the House/Senate Budget Conferees approved a FY 80 Supplemental Budget which made room for $500 million in Function 450: Community and Regional Development. At the urging to Senator Lawton Chiles it was agreed that a least $100 million would be available for riot-torn Miami. However, the Budget Resolution is only a recommendation and requires a supplemental appropriations request from the administration; i.e. OMB, or at least administration support for such a supplemental as well as action by the appropriations committees in the House and Senate. Senator Chiles is on the Senate Appropriations Committee and Congressman William Lehman is on the House Appropriations Committee.

There must be a guaranteed commitment on the part of the administration and the Federal agencies to provide for expeditious approval of grant applications submitted to address the needs of the affected areas.

Waivers of administrative regulations which may hamper the success of or withhold funding from projects in the affected areas must be considered a viable possibility.

STATE GOVERNMENT

The ongoing resource assessment being developed by State agencies must be completed as soon as possible. It should include:

a) listing of current State vacancies

b) vacancies or positions which can be filled in a meaningful way if funds were transferred to agencies' budgets

c) identification of specific programs that can be utilized in the area

d) development of a system of employment delivery

e) an inventory of State programs with any funds left in their respective budgets

f) an analysis of what specific State regulations which may require waivers

-an assessment of the Department of Health and Rehabilitative Services District XI's funding and staffing in the area of Juvenile Justice and dependency

-a redirection of funds to HRS District XI to more effectively impact the Juvenile Justice System

The Legislature should develop appropriate legislation which will provide local governments with sufficient flexibility to address the issues faced by the local community. Currently under consideration:

a) The Community Revitalization Act which conveys broad powers and authority to an appointed board to address housing, clearance insurance subsidies, turnkey developments, condemnation of property and enhancement of the infrastructure.

b) Providing the County Commission with the authority to impose a one cent sales tax to fund the programs outlined in the Community Revitalization Act.

c) Special appropriation to the Dade County area for employment and immediate cash assistance purposes.

The State Insurance Commissioner should assess continually any increases in insurance rates in the affected areas and discourage such increases as disincentives to investments and economic development whenever possible.

(11)

The State Department of Commerce in conjunction with the private sector, the community and local governments in the Dade County area should develop a viable program which will enhance Black Entrepreneurship in the Metropolitan areas.

The State should encourage joint ventures specifically with Black contractors, when bidding or contracting for work in the Metropolitan area.

(12)

EMPLOYMENT AND TRAINING

The rate of unemployment in the black community is 3 to 4 times the rate for the community as a whole. The unemployment rate for black youth is 48%, and reaches as high as 85% in some areas. This was made worse by the recent civil disturbance. Specific action that can be accomplished immediately is needed. Ongoing steps to relieve the situation over several upcoming months must be considered. The needed actions below are directed towards the level of government which can most effectively implement them.

Federal

-Those agencies located in the Miami area should immediately inventory existing vacancies which can be used to employ individuals from the affected area and wherever possible waiving any administrative procedures or regulations which may hamper the hiring process.

-Divert additional summer youth employment slots to the South Florida Employment and Training Consortium targetted specifically to address black youth unemployment.

-Provide funding for a second Job Corps center placed in central Miami.

-Funds should be made available to the Private Industry Council under Title VII of the CETA program to work in these areas:

a) construction industry and development of black apprenticeship programs

b) transportation training program geared specifically to vehicle maintenance and operation

c) comprehensive remedial education focusing on reading and comprehensive skills, math and work ethics.

d) training programs which develop marketable skills in tourism, government trades, merchandising, and business ownership and development

-Provide funding for Neighborhood Rehabilitation Programs which would employ black youths from 16-19 years of age living in designated impact areas who face handicaps in obtaining employment i.e. lacking a high school diploma or its equivalent or who are high school drop outs. Youths will be employed for a 12 month period and be assisted in earning their diplomas.

-Make a special grant to the Governor to employ individuals who are economically disadvantaged, unemployed, underemployed, or in school, to be used for the maintenance of public facilities, in youth street-worker programs, and programs of police/community relations.

-Waive the 15 week unemployment criterion and the income critereon for participation in CETA Public Service Jobs, for individuals unemployed as a result of the disturbance. Also, the private sector should be allowed to hire CETA participants in industry directed training programs.

-Remove the administrative freeze on CETA Title VI dollars.

-Waive or remove the average wage ceiling for PSE positions as that ceiling serves effectively to exclude black males; currently 4 out of 5 CETA slots are filled by women.

State

-The State must more effectively utilize contracting to employ minority contractors or specifically target jobs created to individuals in the affected community.

-The State should inventory all available positions as well as evaluate the creation of new positions to be targetted to individuals in the affected areas.

Dade County

-Metro Dade County must assess the number of positions that can be filled and direct those positions to individuals in the affected areas.

-The County must implement as soon as possible those capital improvement projects already on line and target those contracts and jobs to individuals in the affected areas.

-Re-examine all grants currently receivedby the County to determine what areas and individuals are being served and what employment opportunities may be available and re-direct wherever possible to those individuals in the affected areas.

-The local government must work closely with the private sectors to obtain specific employment commitments for the individuals in the affected areas.

COMMUNITY AND ECONOMIC DEVELOPMENT

It has been commonly agreed that the greatest problem facing Miami/Dade's black community is economic development - both interims of unemployment and lack of a viable economic business base. In the aftermath of the May riots, several prescriptions are available assuming the lack of a Presidential declaration of emergency or disaster.

Rebuilding

Restoring the riot-damaged businesses is a joint effort of Dade County, the City of Miami, the community and the private sector. The policy should be to provide every incentive possible under federal, State and local law for all riot-affected business enterprises to return quickly to full or expanded capacity. They should also be encouraged to employ local residents, build

more attractive structures, add more to the local tax base, and be insured against potential loss. Businesses that will not rebuild in the [illegible], should sell their land to a comprehensive land assembly program. This land assembly will present new opportunities for employment generating commercial/industrial use.

To accomplish this the City and County should reprogram Federal Commercial Development Black Grant funds for - June, July, August 1980, and seek funds from the Housing and Urban Development Secretary's Discretionary Funds to continue the program September 1, 1980 through August 31, 1981. During this period City and County staff would meet with each affected property owner and obtain a detailed accounting of each property owners/merchants/lessees needs.

An ongoing Community Development project, "Contractors Training and Development," provides bonding for minority businesses and contractors. This program should be expanded, using Housing and Urban Development Secretary's Discretionary Funds.

In addition to County and City staff working on these efforts, two organizations would be contracted to assist: in the City of Miami, the Miami Capital Development Corporation, and in Dade County, the South Florida Coalition for Economic Development.

The two organizations would:

(a) meet one-on-one with merchants, property owners, lessees, etc., affected by the riots to prepare an individual financial package for each property. Existing resources would be:

SBA loans (teams are already here)
Section 312 HUD Commercial Loans (a supplemental appropriation is needed)
EDA Loan Guarantees (a supplemental appropriation is needed)
Industrial Revenue Bonds
Minority Enterprise Small Business Investment Company (MESBIC)
(A grant of $400,000 to capitalize a MESBIC is scheduled to come before the County Commission in June)
Section 108
Urban Development Action Grants (UDAG)
Private Lenders
The Housing and Urban Development Secretary's Discretionary Funds

(b) administer a special revolving account utilizing Housing and Urban Development Secretary's Discretionary Funds for flexible loans and/or grants to cover uninsured losses, loan guarantees for high risks, interest writedown subsidies, etc. The purpose would be to encourage businesses to remain or expand in the area, hire more area residents, increase minority or worker ownership in area businesses, participate in CETA programs, utilize minority sub-contractors and vendors, and agree to urban design guidelines.

(c) encourage joint ventures between (a) minority entrepreneurs/residents and business owners affected by the riots, (b) local minority entrepreneurs and minority entrepreneurs from other parts of the country.

(d) be empowered to buy property from owners not electing to take advantage of the aforementioned incentives if opportunities for land assembly of larger areas is possible, through acquisition or land trading, so that the assembled site can be sold as a whole for new employment generating business utilizing Industrial Development Authority bonds.

(e) the State Insurance Commissioner should address the problem of insurance for businesses willing to return to the affected area by making insurance available while increasing minority ownership and business opportunity. Such actions could include:

(1) The establishment of a black owned fire and casualty insurance company. Part of the capitalization for such a company could come from the MESBIC mentioned earlier.

(2) Major insurers should also be encouraged to form joint ventures with the black owned fire and casualty insurance company mentioned above.

(3) The County or a designated Community Based Organization should organize a consortium of major insurers. The purpose of the consortium will be to spread the insurance risk among several insurers as opposed to a few. The aim of this effort is to provide lower premiums when insurance is purchased through the consortium. The consortium will be encouraged to use minority insurance agents for the sale of insurance to property owners.

(f) hire urban designers, architects and landscape architects to develop a flexible urban design manual to be utilized by architects hired by property owners/merchants/lessees in rebuilding private properties so that the replacement buildings will be of coordinated design, property screened, and upgraded from previous ones.

The organization we recommend in the County to administer this project is the South Florida Coalition for Economic Development with close monitoring by the County's Department of Community and Economic Development. This organization has received State funds, EDA funds, and has a track record for the administration of government funds. Its Board of Directors is made up of local black business leaders. The Administration of such flexible subsidies to business-persons can only be accomplished through a non-profit organization, which enjoys considerably more flexibility than the County under both local laws and Community Development Block Grant regulations.

Long Term Economic Development

The City of Miami will develop strategies for its portion of Liberty City, Coconut Grove and Overtown through its Citywide Economic Development Agency. In the unincorporated Model City area, the potential for long-term economic development is in two areas:

(a) The Model City Rapid Transit Corridor

There are four station locations in unincorporated Dade County, and riot damage was extensive along the whole rapid transit corridor. The corridor is 27th Avenue and the stations are Earlington Heights, Brownsville, Martin Luther King Plaza, and Northside.

The Office of Community and Economic Development and the Office of Transportation Administration have been holding community meetings to identify a community based corporation to prepare, with the County, a major application to the Department of Housing and Urban Development for an Urban Development Action Grant (UDAG) for joint development at all four stations. Economic feasibility consultants are being selected by the community and Dade County to prepare major plans for private sector re-investment in the area. These efforts should be accelerated.

(b) Martin Luther King Boulevard/18th Avenue Commercial Areas

The 18th Avenue Merchants Association has just completed a redevelopment plan and an application for an Urban Development Action Grant is underway.

Also, Opa Locka and Homestead/Florida City are designated by HUD as "pockets of poverty." These two areas are also eligible for UDAG and an application is being prepared for each area.

HUMAN SERVICES

The riot impact area is home to about 133,000 people. Children, up to age 14, are almost one third of the population. Half of the families have one parent at home. Over half of the adult population 25 and older have not completed a high school education. Unemployment overall is three to four times the community-wide rate. Among people under 25, the rate is nine times the official community-wide rate. The death rate among middle aged Blacks is so much higher than the community as a whole that the total need for services to the elderly is significantly less than in other parts of the community. On the positive side, the percentage of young adults (20-24) with high school education is twice as good as among older adults.

This community profile argues for highest priority for Head Start to continue through the summer and an expansion of the Summer Meals Program; for nutritional programs that keep people well at home, and for day care for the children of people who are employed.

The following table shows nine priority programs that the County should provide. These programs would provide 249 more jobs to residents of the area. The cost is based on a two month projection of expenditures.

Service	Number Served	Persons Hired	60 Day Costs
Meals for homebound and handicapped	240	3	$ 36,800
Head Start for 12 weeks	1,160	80	502,665
Day Care	2,000	10	1,116,000
Adult Day Care	240	42	54,000
Homemakers for Impaired Elderly	915	69	202,500
Outreach, Information & Referral, Case Advocacy, Counseling, Tutorials	5,600	34	176,000
Dependent Person Transportation	11,000	5	13,000
Emergency Cash Assistance	3,000	4	1,800,000
Emergency Family Shelter	280	2	21,000
TOTALS	24,435	249	$3,921,965

CRIMINAL JUSTICE

The Law Enforcement Assistance Administration has tentatively offered from $2.5 to $5 million dollars to expand existing programs that should offer an additional 150 to 300 jobs. Seven programs can be expanded immediately that will address some of the problems that contributed to the present tensions:

1. Domestic Family Violence Intervention
2. Crime Prevention by Residents
3. Juvenile Diversion by Human Service Agencies
4. Ex-offender Employment
5. New Careers in Law Enforcement
6. Community Service Aides
7. Safe Streets Police Activities

This will revitalize crime control programs that have proven most effective in this and other urban communities.

The State of Florida has a major responsibility in this area. The recent Grand Jury Report clearly indicated major areas of neglect in the Criminal Justice system. There is still time in the current legislative session to address these needs.

A high priority should be given to community anti-crime programs so residents of the most damaged communities will have increased opportunities to participate in the prevention of crime and in the early intervention in crimes being committed

A major problem in our community is the juvenile justice system. It is important to expand the use of supportive professional and diversionary services by community human service agencies to juveniles when they first begin having contacts with police in ways that justify arrest or questioning. This has proven to get youth square with themselves, their families, schools and employers.

Another high priority is to get tough-minded, rigorous instruction to adults already in correctional institutions or programs. They need additional intensive learning opportunities including remedial, basic communications skills and marketable vocational skills.

Of equal importance, but a longer range concern, is the need to improve both the accountability and performance of the criminal justice system. This community should be willing to tackle these knotty problems in cooperation with the Law Enforcement Assistance Administration:

First, a program of police-community relations that will enable police honestly to identify with the community they serve. It should also enable the community they serve to recognize that police work is entirely in their community of interest.

At the same time, a Police Services Assessment Center should be established. It would emphasize a police personnel improvement program aimed at recruiting the exceptionally talented sworn officer into intensive leadership development in directing police activities against crime and the causes of crime.

A major part of the alienation between criminal justice and the Black community is the historic affirmative action obstacles. These should be corrected and new strategies should be used. Among them should be financial and organizational incentives so powerful that they assure a willing new tradition of affirmative action in all aspects of each segment of the criminal justice system: police, prosecution, courts and juries, public defense, corrections, and rehabilitation and diversion.

(23)

The Bar in this community has always been in the forefront of judicial reform. With the support of the Law Enforcement Assistance Administration, the leading thinkers and lawyers of this community should prepare and bring to the U.S. Congress proposals to establish new forms of political accountability for the third branch of government, the state and federal court systems.

(24)

HOUSING

There is a major crisis in housing in the Dade County area. An already limited rental vacancy rate and a continued lack of standard housing have been exacerbated by the massive influx of refugees and the recent civil disturbance. The situation in Dade County makes alternative housing virtually unthinkable for most renters.

The above are compounded by a waiting list in the tens of thousands for public housing and in the thousands for rental assistance. Section 8 New Construction and Rehabilitation dollars, which are sorely needed in the black community, have been grossly inadequate.

The following is a list of the needs for Federal assistance for housing development:

1. By June 26, we will submit to H.U.D., applications to completely modernize Scott homes for $7,000,000 and the Carol City project for $2,500,000. These applications will be part of a national competition under H.U.D.'s Comprehensive Modernization Program. We hope they will be approved.

2. At H.U.D.'s request, we have prepared a three-year modernization program in the amount of $18,000,000. From this budget we have identified $2,000,000 worth of work that could be handled by minority contractors. We need a special modernization allocation to finance this work.

3. We should push the development of the Shell City site. This will go before the County Commission on June 17 if the neighborhood approves the marketing program prior to that time. The Federal Government should allocate 150 units of Section 8 senior citizen housing to help make the Shell City development possible. In addition, we need an additional allocation of Community Development funds to buy the present Christian Hospital. This will only permit new housing to be constructed on the present site of Christian Hospital.

4. 2,000 units of public housing and/or Section 8 housing. These should be new construction and/or substantial rehabilitation.

5. $5,000,000 Urban Development action grant to build and help finance sales housing. The housing can either be new construction or rehabilitation of abandoned buildings for condominium use. These funds would finance 250 homes.

6. An additional $1,000,000 for residential rehabilitation. These funds could be either Community Development or Section 312.

7. $5,000,000 for Urban Homesteading to finance the acquisition and rehabilitation of 250 homes.

TRANSPORTATION

The construction of the rapid rail system and enhancement of the bus system in Metropolitan Dade County will provide hundreds of jobs and increase opportunities for mobility within the community. It has been stated that the problems of unemployment in this community are great; but also a concern is the lack of an adequate and reliable transportation system which can move people swiftly and safely to their jobs as well as to stores, and for recreational purposes.

Also, transportation improvements must be viewed as methods in redeveloping and revitalizing this community, and more specifically the areas most hard hit by the recent civil disturbance. The community must be made a partner in this development to the extent that all proposals submitted to the County, City, State, and Federal governments contain specific and enforceable provisions for Black participation whether that be through specific contracts, joint ventures, or employment.

In order to quicken the pace of development in this area, the Federal Government should look to these requests with a sense of urgency:

- The Federal Urban Mass Transportation Administration should expedite approval and funding for the construction of the North Dade Bus Facility located at 59th St. and 27th Ave. After the release of funds, construction can be started employing 400 individuals.

- The Urban Mass Transportation Administration should expedite approval and funding for two Urban Initiative Grants which will provide for development around transit stations located in the Black community.

CLOSING

This report will be distributed widely and given to the following:

Congressional Delegation
Federal Task Force
Governor Bob Graham
Secretary Joan Hagen
Dade Delegation
State Agency Task Force
City of Miami and other municipalities
All Interested Parties,
Public and Private

It is our intention to follow up with the individuals to whom this report is distributed in order to facilitate a coordinated approach in implementing its contents. We have already begun working closely with City of Miami officials and we are considering a variety of techniques to further enhance this cooperative effort. We would like to thank the City of Miami staff for their input into this report, specifically as it relates to Community and Economic Development.

This report presents a comprehensive picture of the current situation, the stated needs, and methods of addressing those needs. Although there is much more to be said and done, this is a starting point. It is certainly clear to anyone who reads this analysis that a great deal can and should be done as quickly as possible. Clearly, this community has a real job to do.